



23 April 1968

The Honorable Solis Horwitz  
Assistant Secretary of Defense  
Room 3 E 822  
The Pentagon

Dear Solis:

I am enclosing a copy of the draft organizational chart and explanatory memorandum which you saw in Paul Nitze's office on Friday. This, as you know, is a very tentative proposal which we prepared for use in discussions arising out of the meeting of Messrs. Nitze, Helms and Eaton on 20 January 1968.

The basic organizational problems as we see them at the moment are how to: (a) ensure a greater centralization in the review of intelligence programs so that all intelligence resources can be looked at together and related to each other; (b) discharge the responsibilities of the DCI for the security of sources and methods; (c) implement the responsibilities of the DCI and USIB for establishing the objectives and priorities of the national intelligence effort, and (d) do all this in a manner compatible with the managerial responsibility of the Secretary of Defense for the conduct of Defense Department programs.

Obviously the organization which we have suggested is not the only way of accomplishing these objectives. We think, however, that most people who have considered the problems would agree with most of our proposals. The points which seem particularly important to us are: firstly, the proposal to establish an Intelligence Resources Board. This Board would be made up of the components of the community with substantive responsibility for the production, as distinguished

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I'm told DoD was concerned in meeting and

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from the collection, of intelligence (e.g., CIA, DIA and State -- the consumers of intelligence data). It would be chaired by the statutory Deputy Director of Central Intelligence. It would have a staff which would be authorized to deal directly with existing USIB committees for the purpose of clarifying actual needs for informational data and relating these needs to programs and activities. Hopefully this staff would also deal very closely with appropriate staff elements of the Defense Department in formulating the position which the DCI and the community should take concerning the need for resources and the scope generally appropriate for programs. Obviously the Defense Department staffs would continue to review and evaluate aspects of Defense Department intelligence programs within their individual fields of responsibility and competence.

The second organizational concept which seems important to us is what we have called an "Intelligence Advisory Council" which would look at all intelligence programs together and make final recommendations to the Secretary of Defense on major issues affecting intelligence programs under his jurisdiction.

As I understood it, there was general agreement at our meeting on Friday about the desirability of creating the Intelligence Resources Board substantially as we have proposed. It was also generally agreed that the Intelligence Resources Board would be the appropriate custodian for the Target Oriented Display (TOD) of intelligence resources which we are developing. A final decision as to whether to continue the TOD and how it should be handled in the future will presumably be made at the meeting at which the TOD will be presented to the Director, BoB, the Deputy Secretary of Defense and the DCI.

I gathered that there was also general agreement about the desirability of an over-all review mechanism at the Deputy Secretary of Defense/DCI level along the lines of the advisory council which was proposed, but there was some doubt as regards its membership.

Sincerely,

Attachment

John A. Bross

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